



FAA Intercom

New Performance Management System Okayed

The FAA will roll out a new Performance Management System (PMS) this fall in response to employees' concerns and criticism about the current system.

"As we are introducing performance-based compensation systems in the agency, it is absolutely critical that we have a strong performance management system to go along with them," Administrator Jane Garvey said.

Garvey said there are many reasons for changing the agency's existing performance management system. Responses culled from Employee Attitude Surveys, focus groups and personal observation indicate that employees view the performance management process as a once-a-year, check-the-box event rather than an ongoing, structured process.

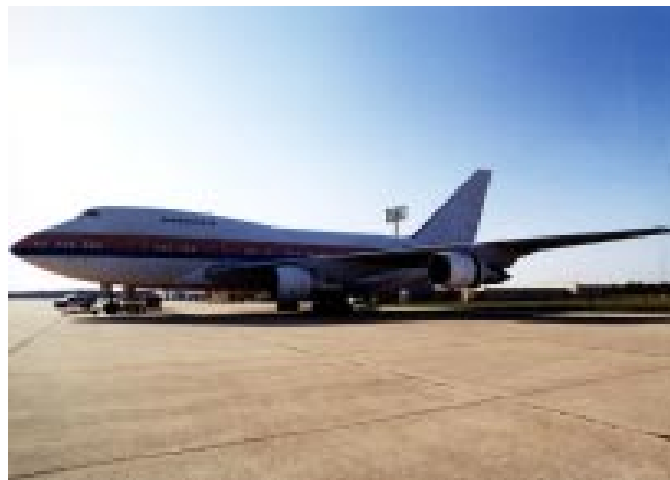
The administrator acknowledged there was little employee involvement in the process and performance standards frequently did not represent the actual work being done or consistently link to an organization's goals. The EAS also found a gap exists between the need for and the amount of money spent on training and career development.

The PMS was developed to address these issues.

The FAA held 50 labor- and management-sponsored sessions through-

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Fuel Tank Rule Most Comprehensive to Date



The FAA purchased this Boeing 747 SP from United Airlines to use as a test bed for fuel tank ground-based inerting tests.

Prompted by the lessons learned from the TWA 800 accident investigation, the FAA has issued a rule requiring airplane manufacturers and operators to change how airplane fuel tanks are designed, maintained and operated.

The rule focuses on eliminating the risk of a spark igniting the tank and minimizing flammable vapors in the tank. The rule affects nearly 7,000 jets, as well as new airplane designs. Its estimated cost to the aviation industry is \$165 million over 10 years.

In announcing the rule, Administrator Jane Garvey said it was time to take a new approach to fuel tank safety.

"The FAA's rule is an aggressive plan that will certainly raise the bar in aviation safety," Garvey said.

Manufacturers must conduct a one-time design review of the fuel tank system in each model of aircraft to reduce potential ignition sources. A follow-on maintenance and inspection program must then be developed by manufacturers for the carriers.

Manufacturers also must reduce the time aircraft operate with flammable vapors in their fuel tanks. To do this, manufacturers might design new fuel tank systems that minimize development of

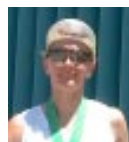
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In This Issue:

Read the latest about Core Comp pay options, SCI trial, personnel changes, running to remember, a behind-the-scenes look at the benchmark study, and much more.



Page 3. Novices win air race.



Page 5. Running a gamut of emotion.



Page 9. Checking up on health.



Page 12. Clowning around with kids.



News in Brief

FAA Details Whistleblower Program

The FAA is distributing posters to employees of air carriers, contractors and subcontractors, and union members to remind them that they are protected under the agency's Whistleblower Protection Program.

The program protects employees against discrimination for providing information to their employer or the federal government about violations of any FAA order, regulation or standard related to air carrier safety.

The FAA investigates alleged safety violations while the Occupational Safety and Health Administration investigates employee complaints of discriminations by air carriers.

The FAA's posters contain information about the program, how to file a complaint and lists phone numbers for FAA and OSHA contacts around the country. Access the Web site at www.faa.gov/avr/afs/osha/osha.htm for more information.

New Korean Airport Benefits from FAA Assistance

The opening of the new Incheon International Airport in South Korea marked a major milestone for that country's aviation market and a feather in the cap for the FAA.

The agency provided technical assistance on the deployment of air navigation systems at the airport. Assistance was provided under the provisions of a reimbursable technical assistance contract. South Korean officials expect the facility to become a transportation hub for Northeast Asia.

The FAA assisted in the deployment of airport surveillance radar, airport surface detection equipment radar, VHF/UHF transmitters/receivers, instrument landing system, low level wind shear alerting system and terminal doppler weather radar.

March Goes Out Like a Lamb

The flight delay figures for March 2001 declined a little from March 2000, providing a brief respite for the nation's air passengers.

Slightly more than 30,000 delays were reported in March, compared to more than 32,200 in the preceding year. The decrease came at a time that total operations increased by nearly 385,000.

Generally good weather conditions across the country were a major reason for the decline. The air traffic system was pummeled by severe weather throughout March 2000.

The real challenge lies ahead when the summer vacation and storm seasons begin.

Passenger Complaints Decline Too

Consumers filed 1,757 complaints about airline service with the Department of Transportation in March, an 8.7 decrease from March 2000. The number of complaints during the first quarter of this year dropped 12.2 percent compared to the same period in 2000.

Perhaps airlines are getting better at dealing with customers, or maybe passengers are getting used to poor service.

The March decline for complaints came during a month that on-time service of the 12 major carriers actually dropped in comparison to the on-time figures of March 2000, which suffered mightily from the havoc of severe weather. Just more than 75 percent of major carrier flights arrived on time this past March, compared to 77 percent in March 2001.

NHCFAE Announces Annual Training Conference

The National Hispanic Coalition of Federal Aviation Employees will hold its annual training conference July 17-19 in Las Vegas.



Twelve workshops will be held to enhance FAA employees' skills in the workplace and add to their knowledge of FAA programs. The conference offers participants the chance to develop personal skills that will enhance future job opportunities, network with FAA management and meet other employees in an informal setting.

For information, contact Jose Joga at (570) 677-0635, or Ilia Quinones at (407) 812-6331, ext. 33.

FAA Web Site is a Hit

The FAA's passenger information Web site at www.fly.faa.gov is garnering lots of good press. The site already has won a Center of Excellence Information Technology award.

A recent advertisement in the New York Times titled "Business Travel Guide 2001" said this about the FAA site: "Sit down, buckle up tight and have another drink, because you're not going to believe who offers some of the most relevant, comprehensive information on the Web today. It's the FAA. While some airlines might not tell you how bad things are at your destination and how long you're likely to be delayed, the Feds will."



FAA Inspectors Take Second in Air Race

DOT Spells Out Harassment, EEO Policies

Secretary of Transportation Norman Mineta issued a "zero tolerance" policy statement concerning harassment of employees.

Mineta urged employees who feel they are victims of harassment to use the DOT's informal harassment reporting system, seek help from an Equal Employment Opportunity counselor, use the EEO complaint process, or contact the FAA Office of Civil Rights.

Further, he ordered managers and supervisors to take immediate action when they become aware of harassment issues. The DOT's policy statement defines harassment as offensive comments or conduct that alters the conditions of employment.

In a related signing, the secretary issued an equal opportunity policy statement that clarifies the agency's obligation to eliminate all barriers to equal opportunity, applicants for employment and for beneficiaries of the DOT's programs and services.

Commercial Space Office Issues Forecast

There will be an average of 32 commercial space launches annually through 2010, according to the FAA's 2001 Commercial Space Transportation Market Forecast.

The 2001 forecast is down about 23 percent from last year's forecast of 41.4 launches per year from 2000 to 2010. The decrease is due to high startup costs, investor skepticism after IRIDIUM and ICO bankruptcies, market uncertainty and competition from cellular and cable networks.

Specifically, the forecasts project 24 launches of medium-to-heavy launch vehicles to geosynchronous orbit per year; 1.5 launches of medium-to-heavy launch vehicles to non-geosynchronous orbits per year; and 6.6 launches of small launch vehicles to non-geosynchronous orbits yearly.

Some people don't know how to relax, even in the lush paradise of Hawaii.

FAAers Scott Allen and Mike Robertson recently spent the better part of three days on — or rather over — seven Hawaiian islands as part of the third annual Great Hawaiian Air Race.

The 650-mile race route zigzagged between islands, with checkpoints over airports, historical sites, two shipwrecks, three lighthouses and other landmarks. The over-water portions were more than 12 miles from land, so all airplanes were equipped with life rafts, vests and portable radios.

The time Allen and Robertson took to prepare for and participate in the race was not wasted. They were helping to raise money for the Hawaii Make-a-Wish Foundation, which tries to fulfill the wishes of seriously ill children. The event has raised nearly \$100,000 in its 3-year history.

"Mike and I saw places in Hawaii we haven't seen since I flew helicopters for the Marines and Mike for the Army National Guard," Allen said. Pilots were scored on navigation and wind calculations, estimation of total time and fuel consumption, and the quality of their landings.

In what was their first cross-country air race, Allen and Robertson took

second place out of 31 competing aircraft in the proficiency category and won the Top Scoring First Time Racers Award. The accomplishment was even more impressive because they flew a brand new homebuilt Van's Aircraft RV-8A that Robertson completed building (with assistance from Allen), test flying and certifying the day before the competition. Allen and Robertson signed up for the air race just 15 minutes before the registration deadline.

Their victory was a family affair in a sense, because the Honolulu Flight Standards District Office has assisted with and monitored the incident-free event since its inception. As safety program manager in the Honolulu FSDO, Allen has been intimately involved with safety issues surrounding the race and played an integral part in its planning. Robertson also has contributed in his role as an airworthiness inspector.

"I think the FAA presence tends to generate good public relations out on the ramp," Allen said. He thinks the race provides a great learning opportunity for student pilots to develop and hone skills in navigation and flight planning. Student/instructor teams from several flight schools competed.

For details on next year's race, contact race co-chairman Hank Bruckner at acrobat@pixi.com.



A pastor (left) gives a Hawaiian blessing to the airplane flown by Allen (center) and Robertson.



People



Scott Brenner

New Public Affairs Administrator Chosen

Scott Brenner has been named the new assistant administrator for Public Affairs.

Brenner spent the last three years working as communications director for the House Transportation Committee, where he was involved in the AIR-21 bill, among others. Prior to that, he worked for the House Ways and Means Committee.

He replaces Eliot Brenner (no relation).



Lynne Osmus

Osmus Moves to Civil Aviation Security

Lynne Osmus has been named deputy associate administrator for Civil Aviation Security. She had been acting deputy assistant administrator for Policy, Planning, and International Affairs.

Osmus replaces Bill Davis, who recently became director of the Runway Safety Office.

Dick Rodine, deputy director of the Mike Monroney Aeronautical Center in Oklahoma City, will replace Osmus for the next several months.

Blum Picked to Head Central Region

Chris Blum, Air Traffic Division manager in the Great Lakes Region, has been chosen to replace John Turner as Central Region administrator. Turner recently retired.

Rick Day will be acting regional administrator for the Central Region until Blum takes over in September.



Chris Blum



Michael Brown

Retired Army Officer Named to Information Security Post

Michael F. Brown is the new director of information systems security in the Office of Information Services/Chief Information Officer.

Brown comes from the Army National Guard, where he was chief information officer in charge of developing and managing information technology resources, implementing standards and monitoring system performance.

Brown replaces Ray Long, who retired earlier this year.

Woods Returns to Great Lakes Region

Maureen "Mo" Woods has been selected as the new Airway Facilities Division manager for the Great Lakes Region. Woods was deputy director of Air Traffic at Headquarters prior to the promotion. Before that, she had been Air Traffic Division manager at Great Lakes.

Woods replaces Rob Strong, who earlier became Airway Facilities Division manager for the Western-Pacific Region. No replacement for Woods has been announced.

Lacey, Sabatini Named to New Positions

Nick Lacey has been chosen to help lead the FAA's 10-year plan for improving capacity and certifying new equipment to be used in the National Airspace System. He also will continue the agency's international safety initiatives.

Nicholas Sabatini has been selected to replace Lacey as director of Flight Standards. For the past 10 years, he has managed the FAA's Eastern Region Flight Standards Division, where he pioneered a partnership process with US Airways and US Airways Express to identify and reduce safety risks.



Running for Those Who Never Had the Chance

Feldman to Head Overseas Office

Paul Feldman has been selected director of the FAA's Europe, Africa and Middle East Office. He had been acting in that position and as FAA representative to the European Union since Lynne Osmus left to become acting deputy administrator for Policy, Planning and International Aviation.

His past FAA experience includes acting as an executive assistant to the administrator and deputy administrator. Also, he was deputy director of the National Civil Aviation Review Commission.

Four Added to Space Advisory Committee

Secretary of Transportation Norman Mineta introduced new members of the FAA's Commercial Space Transportation Advisory Committee at the group's meeting in May.

The new members are Dr. Mae Jemison, former astronaut and president of The Jemison Group, Inc.; Dr. Mark J. Albrecht, president of International Launch Services; George Thomas Marsh, president for Denver Operations at Lockheed Martin Space Systems Co.; and Janet Sadler, formerly an insurance underwriter for Lloyds of London.

Jemison is the first African-American female to travel into space and Sadler is the first international COMSTAC member in the history of the committee.

In Memoriam

James Perham, an Airports Division employee in the Alaskan Region, died May 4 of a heart attack at Minneapolis Airport. He was 63 years old. He worked more than 30 years for the agency, all but one of them for Airports. Perham is survived by his wife, Karen; children and their spouses, Craig and Patty Perham, Kathy and Mike Hester, and Jennifer and Matt Burkholder; grandchildren, Tina, Lilliana, Corey and Bryson; siblings, Dave Perham and Mary Hindman; and parents, James A. and Anne Perham.

When Kim Bricker drove the course of the Oklahoma City Memorial Marathon the day before its inaugural running, she sensed it was going to be a different sort of race. Huge banners printed with the names of the 168 victims of the Oklahoma City bombing lined the streets.

A sunrise service was held at the "Survivors Tree" the next morning. It was the first time Bricker had seen the memorial lit up at night.

The special agent in Southwest Region's Civil Aviation Security office had passed up the chance to run in one of her favorite marathons at Big Sur, Calif., to participate in the marathon, which was held to raise money for the Oklahoma City bombing memorial. Being based in Oklahoma City for the last few years, Bricker had seen the effects the bombing has had on the town and its inhabitants.

"Everybody who lives here seems to know someone who was affected," she said. But the race put a positive spin on tragic circumstances. "Race day was a big deal for everybody around here," she noted.

So the day was special even before the race began. It became more special three hours and 12 minutes later when the 41-year-old Bricker won her first marathon after only 10 attempts. She finished first out of 635 women who completed the race.

Although Bricker led throughout the competition, she wasn't certain of victory until she heard the race announcer say the top woman finisher was one block away. "I knew I was a block away," she recalled, putting two and two together.

Bricker marveled at the number of people who lined the 26-mile course. "There were people, young and old, cheering for everybody. Even the police were cheering. They were glad that people came to run this race. It kind of gave you chills."

A few chills were probably welcome that day. The temperature at the

start of the race was an ominous 60 degrees. Bricker knew that by the end of the race, the temperature would hit the 80s, tough weather for any athlete to compete in.

Oklahoma is known for being flat land, but Bricker said she and other runners were surprised by the course. "There's a lot more hills in this course than you'd think," she said. The wind was an impediment as well. The treeless landscape around Lake Hefner meant that participants had to run directly into the wind for about four miles.

Immediately upon finishing the race Bricker was surrounded by reporters. A photo of her crossing the finish line was published in the *Daily Oklahoman*.

But in the glow of victory, the meaning of the race didn't escape her. "You knew that you were running for those people who didn't have the chance," she said.



Kim Bricker



It's About Time

The FAA is developing a training program to teach employees about the fundamentals of labor distribution reporting (LDR), a program some employees will begin using as early as this summer.

As reported in the January issue of the *FAA Intercom*, the agency developed LDR so that employees and management could report the amount of time they spend on projects and activities. Along with the new Cost Accounting System, it is part of the agency's Cost and Performance Management initiative designed to link the agency's goals with the cost of achieving those goals. (Future issues of the *FAA Intercom* will provide information on the Cost and Performance Management initiative and Cost Accounting System.)

LDR information will give the agency a good measure of how it uses its time to support key services and advance important projects. Armed with this information, FAA management will find it easier to validate funding requests put before Congress.

Over the last few months, lines of business and staff offices have been defining the projects and activities unique to their organizations. Employees will track work in one-hour increments.

The Headquarters LDR team is in the process of identifying and developing training for employees at all levels. Employee training will focus primarily on tracking their work hours. Individuals responsible for entering or approving time and attendance records will receive special training. Managers and executives will learn how to interpret and use the new information.

Employees in the Offices of Financial Services and Human Resource Management are in training and will begin entering data into the system in August. All employees will be using LDR by September of 2002. All plans and schedules are contingent on negotiations with affected unions.

A key aspect of LDR that goes hand-in-hand with training is quality assurance. Each line of business and staff office will have trained people available to answer questions and assist employees as the program begins. The LDR team has developed a quality assurance guide to assist in this process.

Where appropriate, management will work with bargaining unit representatives to develop implementation procedures. The agency already has held meetings with union officials to outline the LDR program.

The LDR contacts listed in the box below can answer questions and will accept suggestions. Employees also may cc:Mail suggestions to the ABOUT TIME mailbox at 9-AWA-ABA-LDR.

LDR Contacts

ABA Susan Lee (202) 267-9010
ACR Duke Taylor (202) 267-3271
ACS Tom Sullivan (202) 267-9693
AGC Glendora Manago (202) 267-7988
AGI Robert Cripe (202) 267-3146
AHR Maret Hutchinson (202) 493-4506
AHR Betty Rose (202) 267-7181
AIO Calvin Mitchell (202) 267-9213
AMC Brenda Bandy (405) 954-5096
AOA/ADA Suzanne Holloway (202) 267-3852
AOZ Mamie Mallory (202) 220-3300
APA Laura Brown (202) 267-3883
API Juergen Tooren (202) 267-9092
ARA Angel Raudner (202) 493-4294
ARC Lorraine Berry (202) 267-5852
ARC Veronica Calvert (202) 267-9019
ARP Sabreenah Key (202) 267-8757
AST DJ Stadtler (202) 267-7829
ASY Chuck Hedges (202) 267-9616
ATS Walt Kwiatek (202) 267-7786
AVR Lionel Driscoll (202) 267-8322

Performance System to be Rolled out

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out the country with more than 500 employees, supervisors and managers. Information from these sessions, combined with data from the EAS, was applied to lessons learned from other performance management systems in government and industry to create the PMS.

The PMS should improve communication between employees and supervisors while linking performance standards to organizational and agency goals. It also is designed to expand the role of employees in the performance management process through shared responsibility and accountability with their supervisors. The system is designed to promote the full use of all available methods to recognize and reward employees in a timely manner.

Over the next several months, a series of events will be scheduled, including national performance standards development workshops, information sharing briefings and supervisory and employee training. Members of a recently established implementation team representing all lines of business and staff offices are preparing their organizations for the new system.

More details about the PMS will be published in future issues of the *FAA Intercom*.



SCI Trial Run Ending this Month

This month will see the completion of a trial run for Core Compensation's Superior Contribution Increase (SCI) program.

SCIs are pay increases based on individual contributions to the FAA's mission. The trial run is an exercise that allows managers of non-bargaining unit employees to become familiar with the SCI process, criteria and decision tools.

Managers in each line of business and staff office — except those in the Office of Research & Acquisitions — are in the process of trying out the system before it goes into effect later this year. The results from this trial run will have no bearing on employees' salaries.

Because the Office of Research & Acquisitions already conducted the SCI process in 1999, it is not participating in the current trial. The office will participate in the official SCI process this fall.

In July, the Corporate Core Compensation Implementation Team will evaluate the trial run. The team will analyze the data and conduct surveys, focus groups and interviews with managers. Lessons learned from the evaluation will be used to recommend any changes needed to the SCI process, tools, or criteria.

By the end of September, managers will be trained on any changes made as a result of the trial run. In October or November, managers will begin the real process of determining who in their organizations will receive an SCI. Employees who receive SCIs will see pay increases in their December or January paychecks.

New Pay Options Cleared for Core Comp

The FAA has made four changes to its Core Compensation pay policy to increase the flexibility of the agency in a time of tight labor markets and increased competition for employees with superior skills.

The new pay policies have been approved by Administrator Jane Garvey and will go into effect June 17. The agency is finalizing decision-making processes that will help supervisors determine which employees qualify under the policy changes and what amount of financial compensation is appropriate.

The four changes are:

Flexible promotion increases, under which an employee moves into a higher pay band. Employees receiving these promotions are entitled to a pay increase that ranges from zero to 15 percent of their base salary. The old policy provided a flat 8 percent pay increase for employees moving into higher bands.

Reassignment increases, in which an employee is transferred from one position to another within the same pay band. Reassigned employees could receive raises from 1 percent to 7 percent of their base salary. The old policy provided a one-time bonus of 3 to 7 percent that did not increase the employee's base salary. No more than 10 to 20 percent of employees in a line of business or staff office who are reassigned may receive reassignment increases in a fiscal year.

In-position increases are given in special circumstances to employees who remain in the same position but have shown significant

professional growth (such as obtaining job-related degrees or certification, or taken on risky, high visibility projects) or handled jobs of increased complexity. No more than 2 percent of employees in a line of business or staff office are eligible in a fiscal year.

Separate from Organizational Success and Superior Contribution Increases, in-position pay raises range from 1 percent to 7 percent.

Retention allowances are given by supervisors to keep employees who are likely to leave the agency for the private sector or other government agencies. There must be a distinct chance that an employee will leave the agency in order to be considered for the allowance, although no documentation or offer from another company or agency is required. Under the old policy, supervisors could not offer retention allowances to employees leaving for another government agency. No more than 1 percent of employees in a line of business or staff office may receive retention allowances in a fiscal year, unless the Compensation Committee authorizes a higher percentage.

Heads of lines of business and staff offices must approve pay increases under these policy changes. In some cases, they may delegate that authority.





Benchmark Study Shows Capacity for Cooperation

The FAA's "Airport Capacity Benchmark Report 2001" issued in late April was a success in terms of the valuable media exposure it cast on a difficult problem.

The study provides a starting point for future discussions and comparisons of airport capacity, but one that was presented in a clear way to avoid confusion.

"The report represents the situation as it is without any kind of spin," said Larry Kiernan, who was heavily involved in developing the benchmarks as the manager of the airport capacity branch in the Office of Airports. That press reports correctly interpreted the report is a credit to Administrator Jane Garvey's attempts to present it correctly, he said. "I think she made every effort to have it come across as data, but guarded against misinterpretation of it."



The FAA's benchmark report studied the capacities of major U.S. airports such as Dallas/Fort Worth International (above).

Jim McMahon, manager of capacity planning in Air Traffic's Office of System Capacity, echoed that opinion. He said FAA management was "exceedingly focused" on getting the message just right. "The way it played out," McMahon said, "there was very little negative political fallout."

The report is an overview of flight operations at 31 major U.S. airports. It shows the relation between carrier schedules and airport capacity, and identifies airports with lingering problems.

The report developed two capacity rates for each airport — an optimum rate based on the maximum number of flights that can be routinely handled in good weather conditions and a reduced rate based on the maximum number of flights that can be handled under adverse weather conditions.

This analysis was purposely simplified because the capacity at any airport varies hour to hour based on runway configurations, prevailing winds and technological capabilities. This simplification gave pause to airport operators who consider a much broader range of factors when developing their own capacity limits.

But the ability to compare airline schedules with hourly capacities at airports is a first in the industry and provides a crucial reference point. And allowing Congressmen and policy makers to make general comparisons between airports will go a long way toward giving key legislators a better grasp of a complicated situation.

By delving into capacity issues at airports, the FAA essentially was entering into 31 political arenas.

"We tried to respond to the airports' concerns," McMahon said. "We recognized the numbers were not set in granite."

In many cases, the longstanding relationship between controllers and airport operators — such as existed at Atlanta Hartsfield — played an important part in developing capacity numbers.

Kiernan and McMahon credited Ellen King, manager of the Traffic Management Quality Assurance Branch at the Air Traffic Control System Command Center, for her help in enlisting controllers' assistance in the project. Controllers initially were concerned that the capacity numbers would be used to evaluate their performance. If an airport didn't reach its capacity, would controllers be blamed? In the early phase of developing the report, much time was spent addressing controllers' concerns.

The *Chicago Tribune* reported that FAA findings were responsible in part for the changing political climate in that city toward examining options for reducing delays, including adding new runways at O'Hare International Airport, changing the scheduling practices and maximizing airspace use.

Airlines Express Concern

Although the study was developed under a Congressional mandate to provide basic information, airlines were not persuaded.

Air carriers had numerous reservations about the study when it was released. However, they did not criticize the numbers in the study. They merely reiterated they could not be used to determine delays caused by scheduling.

Jack Ryan, acting senior vice president for aviation safety and operations at the Air Transport Association of America, testified before Congress on April 25 that the benchmarks "juxtapose the airline schedule on the capacity marks. Nothing else. No impacts. No measurements." That is exactly what the FAA intended to do.

Before the same subcommittee, Garvey asked Congress to keep the benchmarks in perspective. By itself, she said, the information does not solve any problems.

Ryan did complain that the FAA presented airlines only a cursory introduction to the study and provided no briefing on the report prior to the Congressional testimony.



NTSB Calls for FAA Focus on Six Issues

The National Transportation Safety Board has asked the FAA to focus on six areas of safety over the coming year.

Every year, the NTSB makes its "Most Wanted Safety Recommendations" to all of the agencies within the Department of Transportation.

Of particular interest to the NTSB is the runway safety program, which provides for safe control of aircraft when they're on the ground, and issues surrounding aircraft fuel tanks.

USA Today quoted Carol Carmody, the NTSB's acting chair, as saying the runway incursion issue is a big problem and appears to be getting bigger. A near miss at Dallas/Ft. Worth International Airport the Friday before the NTSB session highlighted the concern.

The board wants the FAA to make certain fuel tanks cannot blow up from accidental ignition. To avoid this, the board wants the agency to stop carriers from flying aircraft with explosive fuel-air mixture in fuel tanks.

Pilot flight and duty time is another NTSB concern. The FAA is considering new rules for this complicated issue, which has been debated for years.

Other recommendations included implementing a rule requiring restraints for infants and small children on airplanes; revising icing criteria and developing on-board aircraft ice protection and detection systems; and installing video recorders in airplane cockpits.

The inference some FAA officials took away from the hearing was that the NTSB feels the FAA has moved too slowly on some of these issues.

However, the FAA has been working on most of these fronts for some time. The agency now has runway safety programs instituted in every region, highlighted by weekly educational meetings with pilots. The Great Lakes Region just announced the winners of its first annual runway safety awards program to encourage prevention of runway incursions.

Regarding fuel tanks, the FAA announced the most comprehensive rule ever issued that requires airplane manufacturers and operators to change how airplane fuel tanks are designed, maintained and operated (see related story on the front page). A proposal to require mandatory use of child safety seats on aircraft is under executive review.

New Health Center Energizes Great Lakes

The Great Lakes Region recently opened a wellness center for its employees.

The center features a large, mirrored equipment room complete with treadmills, stair-climbers, weight-lifting equipment, a large aerobics room, complete shower and locker room facilities, an office for staff and a waiting area.



A nurse takes the blood pressure of Vinns Chung, a mechanical engineer in the Chicago NAS Implementation Center

The center is open for extended hours Monday through Friday, providing workout opportunities for employees with even the busiest of schedules.

There are 258 active members, or 41 percent of the eligible workforce. All FAA and Department of Transportation employees may use the center.

The facility is overseen by an employee wellness committee of representatives from each division and led by Melody McGovern, contract specialist in the Logistics Office. Two contract employees are on-site at all times.

The facility dedication in March included a wellness fair. Employees obtained free blood pressure measurements, massages and a selection of pamphlets about how to stay healthy.

Submitting Stories to *FAA Intercom*

The *FAA Intercom* is normally published during the second week of each month. Employees who would like to contribute articles or story ideas should cc:Mail Editor Jim Tise or call him at (202) 267-3443. The *FAA Intercom* does not print by-lines.

Photos also are considered for publication. Only copies of photographs should be submitted. Do not send negatives. Digital images in tif or jpg formats are acceptable.

Following are the deadlines for this year's issues. Deadlines could change, depending on circumstances. Contact the editor for further information.

Issue	Deadline for Submissions
July	June 21
August	July 19
September	August 23
October	September 20
November	October 25
December	November 22



Recognition

John Turner, former Central Region administrator, has been named Kansas City's Public Administrator of the Year by the American Society for Public Administration.

The **Imaging Technology Branch** of the William J. Hughes Technical Center won the video industry's Communicator's Award for developing a video about the expanded scope of the Accountability Board.

Sean Smith from the FAA's Center of Excellence for Airport Technology received the Department of Transportation's Outstanding Student-of-the-Year Award.

Pete Costilow, deputy air traffic manager at Will Rogers World Airport in Oklahoma City, was named a brigadier general in the Oklahoma Army Guard and became assistant adjutant general of the state on May 15.

William Withycombe, Western-Pacific regional administrator, presented the Lt. Gen. Harold L. George Civilian Airmanship Award statuette to Continental Airlines pilot, Captain Doug Schull. The award is presented annually to the pilot, co-pilot, and/or crew of a United States commercial airline selected by an FAA committee to have demonstrated ability, judgment and/or heroism above and beyond normal operational requirements. Schull and his crew safely landed a "crippled" DC-10 jet with 234 passengers and crewmembers. With three damaged engines, Schull flew a flawless ILS approach and landing, stopping the aircraft dead on centerline despite having four damaged tires and only one thrust reverser.

Members of the FAA's **Article 17 team** received their Hammer and DOT Secretary Awards from Bill Peacock, Air Traffic director. Mike McNally, former president of the National Air Traffic Controllers Association participated in the Hammer Award ceremony.

Dr. Catherine Bigelow, manager of the William J. Hughes Technical Center's



Members of the Article 17 team were recognized for their role in expanding the role of controllers in the air traffic system.

airworthiness assurance research and development branch, received a special "Wonder Woman" award from the Federal Women's Program. She was recognized for her superb technical expertise, management achievements and outstanding support of minorities.

The Professional Aviation Maintenance Association presented **Bill O'Brien**, national resource specialist for general and sport aviation in Flight Standards, with its Award of Merit. Because of O'Brien's efforts, mechanics with Airframe and Powerplant certificates are automatically credited with 67 college credit hours.



Bill O'Brien

Airway Facilities announced the annual System Management Office award winners for 2000. SMO of the Year went to **Desert to the Sea** in Palmdale, Calif. **Golden Gate** in Oakland, Calif., won for best Facility/Service Performance; **Southern New England** in Boston, Mass., for Resource Management; and **Pacific Desert** in San Diego, Calif., for Business Performance. The Most Improved Performance award was given to the **Crossroads SMO** in Indianapolis, Ind.

The **Washington Flight Standards District Office** awarded a special FAA Diamond Certificate of Excellence to Atlantic Coast Airlines for its commitment and participation in the agency's Aviation Maintenance Technician Awards Program.

The Greater Kansas City Federal Executive Board selected **Marshall Fue**, property disposal specialist in the Central Region's Logistics Division, to receive the 2001 Distinguished Public Service Award in the administrative category.

Louise Maillett, acting assistant administrator for Policy, Planning & International Aviation, and **Ross Hamory**, director of the Office of International Aviation, recognized 29 FAA employees for technical assistance provided to South Korea's Incheon International Airport Corporation (see related story in News in Brief).



FAA Program Ensures Pilots aren't Flying High

In the decade since its start, the FAA's DUI-DWI Investigations Program has significantly increased air safety in the United States by weeding out more than 3,000 pilots with drinking or drug problems.

The program, which marked its 10th anniversary in November, is little known outside of pilot circles.

Based at the Mike Monroney Aeronautical Center, the program's purpose is to identify any pilot with a drug- or alcohol-related motor vehicle violation, take appropriate regulatory action, and turn that information over to the FAA's Aeromedical Certification Division for monitoring.

In the last 10 years, more than 4 million names of pilots have been submitted to the National Driver Register, which keeps track of all motor violations recorded in the United States. The names of 100,000 pilots — mostly general aviation — have appeared on the register with drug- or alcohol-related motor vehicle violations and subsequently were investigated by the FAA.

More than 8,300 enforcement actions have been meted out, and some 3,000 pilots have lost their medical and airman certificates as a result of those investigations. That's nearly one-third of all revocations issued by the agency.

The need for increased monitoring became evident in 1988 when the Department of Transportation's Inspector General's Office conducted an audit of pilots who had records for drug- or alcohol-related motor vehicle violations. To ensure compliance with a reporting requirement on the medical certificate application form and to ensure accuracy of FAA records, the FAA gave airmen who had falsified their applications a chance to avoid enforcement action if they volunteered the correct information by a specific date.

Thousands of pilots admitted to violating the regulations.

Congress tasked the FAA to address the problem of pilots' untruthfulness

about their alcohol and drug abuse on applications for medical certificates. The agency began an education campaign to warn pilots that falsification of applications for airmen medical certificates would be caught, investigated and punished. Every week since the program began, the FAA sends the names of all pilots applying for medical certificates to the driver's register. That's about 400,000 names each year.

Mark Sweeney, manager of the Compliance and Enforcement Branch of the Civil Aviation Security Division, says the number of violations have decreased in the last three years.

"There used to be a widespread problem," Sweeney said about falsified applications. "I think the word is out that the FAA is looking into this."

Sweeney added that airline transport pilots are the most compliant with the regulations. Only about one tenth of one percent of all pilots investigated by the FAA are airline transport pilots.

New Rule Calls for Fuel Tank Redesign

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vapors.

The FAA also is looking at fuel tank inerting, a concept in which nitrogen is pumped into an empty fuel tank to displace oxygen and fuel vapors. An advisory group is expected to make a recommendation as to the effectiveness of inerting to the FAA this summer.

Airlines have three years to incorporate FAA-approved maintenance and inspection programs into their operating procedures.

Subject: E-Mail Etiquette

The *FAA Intercom* continues with a series of tips about etiquette for the use of e-mail. The tips are provided by the Mike Monroney Aeronautical Center's Office of Information Services.

Attachments can be the bane of e-mail.

Try to keep messages small in size. E-mail is intended for informal communication. If you have a document that must be shared, here are a few suggestions to minimize the size of your e-mail messages:

1. Put a copy of the document in a shared office folder on the network. Send a message stating where you put it. Those who need to can access it at their convenience.
2. Put a copy of the document on your Web page and include a link to it in your message. "It's so much easier now to post documents on Web pages than it was just a short time ago," said Gina Nelson, a computer specialist in the center's Office of Information Services. Limited-use areas and passwords can be used to ensure security. If a Web page isn't available, ask your LAN administrator or help desk staff for a location to place shared documents.
3. Use text only in e-mail. Save the graphics and attachments for a personal briefing.
4. If you must send documents by e-mail, condense or "zip" them first. Computer programs for condensing large attachments can sometimes be found for free on the Web. Contact your LAN administrator or help desk staff for more information.
5. Send an attachment only once. If a string of replies follows the message, remove the attachment from the message before you respond. Everyone already has a copy; they don't need another.

If you have a suggestion regarding e-mail etiquette, cc:Mail Gina T. Nelson.



Getting the Word Out about Aviation, Health

A chance encounter between an FAA inspector and a pilot at last year's Oshkosh air show culminated this past April in a special day for children suffering from diabetes.

Dennis Jones, an aviation safety inspector at the Indianapolis Flight Standards District Office, struck up a conversation with pilot Mike Hunter, whom, he learned, headed the Flight for Diabetes Foundation.

Like Hunter, Jones has an interest in educating youngsters about careers in aviation. Hunter's goal is a little more specific. A diabetic, Hunter wants to encourage youngsters with the condition to successfully manage their disease in order to attain their goals and live healthy and productive lives.

Some 100 kids, ages five through 12, and their families got the message April 28 when they attended a program at the FedEx maintenance hangar at Indianapolis International Airport. Jones organized the whole with help from fellow FAAers Ben Schene, Pat Lyddan and Tina Hight.



Children put on their happy faces with help from some face painting clowns.



Children get a first-hand view of an aviation hangar during an event in the Great Lakes Region.

The day began with a brief motivational presentation by Mike Hunter. Jones then highlighted aviation careers in the field of operations and maintenance. The National Business Aviation Association also provided information to young people interested in aviation.

Jones arranged for health officials to answer questions and discuss issues related to diabetes.

The children then received an up-close-and-personal look at some of the career opportunities related to aviation. FedEx displayed Rolls Royce RB211 and Pratt & Whitney JT8D commercial jet

engines. The children also could board an Airbus A310 and visit with a FedEx representative in the cockpit.

Also displayed on the ramp were a Beechcraft aircraft, a local news helicopter and a truck from the Indianapolis Airport Fire and Rescue Department.

Arranging this type of event is nothing new to Jones. He spearheaded an event last year with the Make-A-Wish Foundation, United Airlines Indianapolis Maintenance Center, and FSDO volunteers to host seriously ill children.

FAA Intercom

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The *FAA Intercom* is available on-line at
www.faa.gov/apa/intercomindex.htm.
For circulation/distribution questions,
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